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SERVQUAL in Life Insurance Service-A Study on LIC of India in Tamil Nadu

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Abstract- In the event of severe competitions in the Insurance sector, in India, an attempt has been made to analyze the SERVQUAL of Life Insurance Corporation of India, a public enterprises, through the perceptions of insured in Ramanathapuram District, Southern Part of Tamil Nadu. This study presents mainly the reviews and the concepts. However, to establish the construct validity of the SERVQUAL model with reference to the insured in the study area, confirmatory factor analysis was done.

Key Words: SERVQUAL, Insurance, Insurer, Insured, Premium, Customer Service, Customer Expectation, Customer Value, and Customer Satisfaction.

I INTRODUCTION

Insurance industry plays strategically an important role contributing to the economic development of the country besides sharing the responsibility of funding major projects of the Central and State Governments. In this study, Life Insurance industry, particularly the Life Insurance Corporation of India (LIC) the public sector organization has been taken. The service quality of the organization is considered to be pivotal in influencing and attracting more customers which helps develop the organization to face the competition from the private sectors who have recently entered in this business. The researchers have selected the Ramanathapuram District in Southern Tamilnadu. The district being the backward in industrial and socio-economic development, it may be the fittest one to measure the SERVQUAL of LIC of India, the lapses or lacking of services, if any, to take the strategically good decisions to improve the business by filling up the gaps. In this study SERVQUAL model (Parasuraman et al., 1985) was used. Even though this study is mainly on theoretical one, primary data were collected and the construct validity was established through confirmatory factor analysis.

Objectives

1. To test the SERVQUAL model among insured in Ramanathapuram district, Tamilnadu, India.
2. To prioritize the critical factors according to the geographical area.
3. To prepare bibliography of latest studies related to SERVQUAL in Life Insurance industry.

REVIEWS

Service Quality in Life Insurance Industry

Sachdev and Verma (2004) attempted to explore the relative importance of service quality dimensions in Banking, Insurance, Fast food, and Beauty salon. The study results suggested that in all areas under study, the dimensions; tangibility, reliability,

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responsiveness, assurance, and empathy are important and there is no significant difference among sectors in the ranking of the dimensions.

Barkur et al., (2007) identified past experience, personal needs, external communication, word of mouth, and active clients were the key parameters of Service Quality.

Sandhu and Bala (2011) concluded that the three factors namely, proficiency; physical and ethical excellence; and functionality have significant impact on the overall service quality of Life Insurance Corporation of India.

Mittal et al., (2013) observed that the perceived service quality of Life insurance services is a multi-dimensional second-order construct consisting of the primary dimensions of service delivery; Sales, Agent Quality, Tangibles and Value of Core Service. Reza; Pashaie et al., (2013) attempted to evaluate service quality in insurance industry based of customer and personnel view in Kavsar insurance institute, Iran. The study utilized the survey approach. The sample consisted of 319 respondents. The results showed huge gap for reliability, responsiveness and empathy in which reliability showed highest gap between customers' perception and expectation. This research illustrated that reliability emerged as the most critical determinant of SERVQUAL measure of service quality.

Guru Murthy and Chilar Mohamed (2013) studied the level of service quality of Life Insurance Corporation of India with special reference to Chennai District with seven dimensions namely, assurance, personalized financial planning, competence, corporate image, tangibles, technology and ethics. Rajamani (2013) assessed the Service Quality in Insurance Sector in Virudhunagar district, Tamil Nadu through a SEM approach. The result of the assessment revealed that customers rated 'reliability' as the most important dimension. Pramod Kumara Singhal (2013) studied the service quality in Insurance sector taking private companies of Haryana State. This study was based on the SERVQUAL model covering 500 customers of private insurance companies of 7 districts of Haryana. The study concluded that the people are still carrying a negative impression towards the private insurance companies. Urban Sebjan and Polona Tominc (2014) studied the relationships among components of Insurance Companies and Services' Quality through SEM approach. The sample size was 200 Slovenian users of insurance services. The results indicated that higher perceived innovation of insurance company was associated with higher perceived reputation of insurance company. Shamsheer Singh et al., (2014) studied the customer perception towards Service Quality of Life Insurance Companies in Delhi NCR Region. The primary data was collected from 139 respondents of Delhi NCR Region. The factor analysis and correlation were used to find the perception of the customers. The study has found that there were four major factors which influence customer perception of service quality namely, responsiveness and assurance, convenience, tangibility and empathy. Only age of respondents have been found to be significantly related with the customer perception and other demographic factors had no significant impact.

Kuldheep Chaudhary et al., (2014) examined the Expected and Perceived Service Quality in Life Insurance Corporation of India. The findings suggested that there exist a significant negative gap in service quality expected and perceived by the customers of the selected company. Arul and Kannan (2014) conducted a research study to understand the Policyholders' preconception towards Service Quality of Life Insurance Companies in Tamilnadu. The study identified eight service quality factors such as Employee Competence, Credibility, Timeliness and Promptness, Convenience, Accessibility, Communication, Customer Orientation, and Responsiveness. The analyses revealed that the demographical variables of the respondents and the eight service quality factors were significantly related.

Prakash and Sugumaran (2014) assessed the perception and expectations of customers in Servqual parameters with reference to Life Insurance Companies in Chennai, India. The sample size of the study was 150. They have used stratified random sampling technique. The factors which are significant are Communications, Competence, Reliability, Security and Courtesy and the expectation levels of these dimensions are significantly higher.

Concerning the definition of the term

Parasuraman et al. (1988) defined perceived service quality as "global judgment, or attitude, relating to the superiority of the service".

Brown and Swartz (1989) drew some distinctions between different views on service quality, drawing from the work of Gronroos (1983) and Lehtinen and Lehtinen (1982) concerning the dimensions of service quality. "What" the service delivers is evaluated after performance (Brown and Swartz, 1989, p.190). This dimension is called outcome quality by Parasuraman et al. (1985), technical quality by Gronroos (1983), and physical quality by Lehtinen and Lehtinen (1982). "How" the service is delivered is evaluated during delivery ((Brown and Swartz, 1989, p. 190). This dimension is called process quality by Parasuraman et al. (1985), functional quality by Gronroos (1983), and interactive quality by Lehtinen and Lehtinen (1982)

On SERVQUAL Model

Carman (1990) was the first to criticize the perceptions-minus-expectations operationalization of SERVQUAL. His criticisms were based on theoretical considerations rather than empirical evidence, which supported the SERVQUAL measure. He attempted to

answer these criticisms from within the framework of the original service quality model with important extensions to the SERVQUAL measure.

Cronin and Taylor (1992) also criticized the perceptions-minus-expectations operationalization of SERVQUAL. They argued that the theoretical considerations' evidence suggests that the underlying service quality model developed by Parasuraman et al. (1985) is flawed. Therefore, using their own service quality model, they developed an alternative measurement scale based on service performance (or perceptions) rather than perceptions minus expectations. They tested this alternative scale empirically, along with the SERVQUAL scale, in four previously untested service settings and argued that the results proved the superiority of their performance-based measures of service quality.

Specifically, Cronin and Taylor (1992) tested the ability of their performance-only measurement scale, SERVPERF (1) compared to SERVQUAL (2).

Service quality = (perceptions) (1)

Service quality = (perceptions - expectations (P - E)) (2)

Construct Validity

The construct validity of the instrument in the light of profile insured in Ramanathapuram district, in Tamil Nadu was tested by using confirmatory factor analysis.

In the present study, the confirmatory factor analysis method with Orthogonal Varimax Rotation is used to identify the significant set of quality system factors.

The Rotated Factor Matrix for the variables relating to service quality of the selected life Insurance companies included in the study as perceived by the insured's of these Insurance companies is given in Table 1.

Table 1 gives the loadings received by the factors under F1, F2, F3, F4 and F5 for life insurance LIC of India.

TABLE 1. ROTATED FACTOR MATRIX

Questions	Factor 3	Factor 2	Factor 1	Factor 4	Factor 5
Modern looking equipment	0.77801	0.01960	0.05848	0.10619	0.02542
Visually appealing physical facilities	0.75157	0.09122	0.20815	0.09246	0.09497
Visually appealing materials	0.56960	0.07885	0.15548	0.53233	0.02564
Neat in appearance	0.53421	0.00265	0.09146	0.09282	0.54141
Insurance companies insist on error-free records	0.16835	0.75170	0.04036	0.05635	0.24903
Personnel of insurance company tell insured exactly when services will be performed	0.11472	0.69452	0.31989	0.20425	0.12201
Behaviour of personnel of insurance company instills confidence in insured	0.07326	0.66044	0.20602	0.37191	0.19841
Gives insureds prompt service	0.13506	0.58267	0.53117	0.07027	0.07162
Convenient operating hours	0.32288	0.47175	0.10039	0.03099	0.44841
Personnel of insurance companies always willing to help insured	0.07907	0.12551	0.70945	0.03875	0.19648
Gives personal attention	0.17319	0.17996	0.63257	0.00007	0.22101
When insureds have a problem, the insurance company shows a sincere interest in solving it	0.20242	0.27823	0.59410	0.14595	0.10099
Never be too busy to respond to insured's requests	0.10331	0.00100	0.57110	0.26607	0.06062
Insurance companies have insured's best interest at heart	0.09707	0.09285	0.53242	0.38666	0.15447
Gives individual attention	0.29840	0.21691	0.46772	0.20396	0.31817

Insureds feel safe in dealing with the insurance company	0.17766	0.32569	0.00026	0.59455	0.09638
Promises to do something by a certain time, and does so	0.06669	0.10709	0.39060	0.53059	0.25166
Financially stable	0.07012	0.50252	0.13551	0.52301	0.17350
Personnel of insurance companies have knowledge to answer the insured's questions	0.14108	0.25019	0.22361	0.39311	0.19288
Consistently courteous with the insured	0.05647	0.08219	0.18906	0.36541	0.64364
Understand insured's specific needs	0.07981	0.41433	0.45517	0.20959	0.49391
Gets things right the first time	0.04327	0.24567	0.33973	0.23581	0.41879
Eigen value	1.33999	2.00043	6.74001	1.01647	0.96736
Percentage of variance	6.1	9.1	30.6	4.6	4.4
Cumulative %	45.8	39.7	30.6	50.4	54.8

Factor Analysis exhibits the rotated factor loadings for the 22 statements (variables) of quality of service rendered by LIC. It is clear from the table 2 that all the twenty two statements have been extracted into five critical factors namely F1, F2, F3, F4 and F5. The factors identified with new names which influence the quality of service rendered by the life insurance companies are; Individualized attention, Performance, Tangibles, Trust Worthiness, and Courtesy.

1. Derivation of Revised dimension clusters using factor analysis

The result of the factor analysis throws a new dimension by way of the variables moving one dimension to another.

Table 2, shows the revised dimension clusters using factor analysis. This table compares and projects the difference between standard SERVQUAL dimensions and factor extracted through factor analysis.

TABLE 2. REVISED DIMENSION CLUSTERS USING FACTOR ANALYSIS

SERVQUAL standard dimension		Factor extracted from primary data	
Questions	Dimensions / critical factors	Question	Dimensions / critical factors
1. Modern looking equipment 2. Usually appealing physical facilities 3. Neat in appearance 4. Visually appealing Materials	Tangibles	1. Modern looking equipment 2. Usually appealing physical facilities 3. Neat in appearance 4. Visually appealing materials	Tangibles
5. Promises to do something by a certain time and does so 6. Sincere interest in solving the insured's problems 7. Gets things right the first time 8. Financially stable 9. Error free records	Reliability	6. Sincere interest in solving the insured's problems 12. Willing to help you 13. Never be too late to carry out insured's requests 18. Gives insured individual attention 20. Personnel gives personal attention 21. Insurance company has insured's best interest at heart	Individualized attention
10. Tell exactly when services will be performed 11. Gives insured prompt services 12. Willing to help you 13. Never be too late to carry out insured's requests	Responsiveness	9. Error free records 10. Tell exactly when services will be performed 11. Gives insured prompt services 14. Instils confidence in insured 19. Convenient operating hours	Performance
14. Instils confidence in insured	Assurance	5. Promises to do something	Trust worthiness

15. Feel safe in dealings with the insurance company 16. Consistently courteous with insured 17. Personnel have knowledge to answer the insured's questions		by a certain time and does so 8. Financially stable 15. Feel safe in dealings with the insurance company 17. Personnel have knowledge to answer the insured's questions	ness
18. Gives insured individual attention 19. Convenient operating hours 20. Personnel gives personal attention 21. Insurance company has insured's best interest at heart 22. Understand the specific needs of the insured	Empathy	7. Gets things right the first time 16. Consistently courteous with insured 22. Understand the specific needs of the insured	Courtesy

II CONCLUSION

In this study, the loadings of the 22 variables were higher than 0.5 and hence the construct validity was established. However, the variables under the original SERVQUAL instrument were transformed and grouped under five dimensions namely, Individualized attention, Performance, Tangibles, Trust Worthiness, and Courtesy.

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A Study About “Knowledge Management”

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Abstract- Knowledge management is not one single discipline. Rather, it an integration of numerous endeavours and fields of study. This paper provides a framework for characterizing the various tools (methods, practices and technologies) available to knowledge management practitioners. It provides a high-level overview of a number of key terms and concepts, describes the framework, provides examples of how to use it, and explores a variety of potential application areas. The most effective knowledge management systems are able to access information from multiple documents and databases, capture it in a centralized knowledgebase, and continually improve it for on-going use by individuals seeking answers. Typically, these individuals comprise the support agents in customer support environments, as well as the customers, employees, partners, and/or vendors they serve. This paper draws on our decade of implementing knowledge management systems for support organizations large and small to discuss the six best practices to success.

Key words: Knowledge management, phenomena, endeavours.

I INTRODUCTION

Over the past several years, a number of authors have proposed a variety of approaches for classifying the tools (methods, practices and technologies) that typically comprise knowledge management systems. This is not the first attempt to develop a framework for organizing and understanding knowledge management tools.¹ and, given the emerging practices and changing understanding of knowledge management; it will not be the last. As with any discipline that lacks a recognized unifying paradigm, various views will emerge, each based on what can be readily observed or what can be applied from practices associated with other disciplines. Likewise, as individuals encounter particular phenomena, they tend to describe and interpret them in different ways (Kuhn, 1996).

The most effective knowledge management systems are able to access information from multiple documents and databases, capture it in a centralized knowledgebase, and continually improve it for on-going use by individuals seeking answers. Typically, these individuals comprise the support agents in customer support environments, as well as the customers, employees, partners, and/or vendors they serve. As such, support centres are the perfect microcosm for successful knowledge management initiatives. Not only are they the most rigorous question-answer environment in the company, but they also record problem-resolution times, which helps measure the effectiveness of knowledge management technologies. Beyond this, support centres face increasing pressure to offset costs with self-service options that can deliver complete, accurate answers via the web. In the past, however, knowledge management systems have failed as often as they have succeeded. This paper draws on our decade of implementing knowledge management systems for support organizations large and small to discuss the six best practices to success.

Objective of study:

1. To understand about the knowledge model.
2. To know about Knowledge Life Cycle.

What is Knowledge Management?

Knowledge management has enjoyed increasing popularity in recent years, but as a term it often means different things to different people. For the sake of discussion, we will draw from Thomas Davenport, the prolific author of several works on the subject including, Information Ecology: Mastering the Information and Knowledge Environment and Working Knowledge: How

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Organizations Manage What They Know. Generally speaking, Davenport defines knowledge as what happens at the moment in time when information becomes valuable to the individual seeking it. In call centres, help desks, and other support environments, that individual is either the support agent seeking information to help a customer, or a customer (product user, employee, partner, or vendor) seeking answers in a web-based self-help environment. In either case, effective knowledge management systems are able to access information from documents and databases across the organization, capture it in a centralized knowledgebase, and continually enhance it for on-going use by individuals seeking answers. In the past, however, knowledge management systems have failed as often as they have succeeded for several reasons:

- In addition to their regular work, knowledge workers were expected to do extra work to support the knowledge initiative and maintain knowledge management processes.
- Knowledge workers were unable to access information when they needed it, because information was dispersed throughout the organization in inaccessible silos. In cases where they could access it, poor search technology typically returned irrelevant results. Yet, the time and effort required to recreate that information was prohibitive.
- The process of improving the body of knowledge that already existed in the organization through protracted knowledge engineering or quality assurance processes severely undermined the value of knowledge initiatives.

Knowledge flows comprise the set of processes, events and activities through which data, information, knowledge and meta-knowledge are transformed from one state to another. To simplify the analysis of knowledge flows, the framework described in this paper is based primarily on the General Knowledge Model. The model organizes knowledge flows into four primary activity areas: knowledge creation, retention, transfer and utilization (Figure 1)

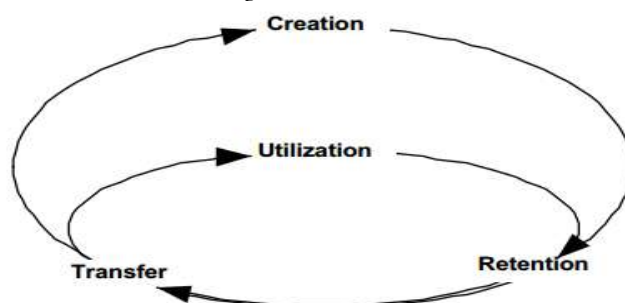


Figure 1. The General Knowledge Model

Knowledge Creation: This comprises activities associated with the entry of new knowledge into the system, and includes knowledge development, discovery and capture.

Knowledge Retention: This includes all activities that preserve knowledge and allow it to remain in the system once introduced. It also includes those activities that maintain the viability of knowledge within the system.

Knowledge Transfer: This refers to activities associated with the flow of knowledge from one party to another. This includes communication, translation, conversion, filtering and rendering.

Knowledge Utilization: This includes the activities and events connected with the application of knowledge to business processes.

The General Knowledge Model sequences the activity areas in a deterministic fashion. In reality, though, all but the most rigorously automated knowledge flows comprise complex systems that are built mostly from asynchronous processes. The model is valuable precisely because it relates the individual, highly dynamic behaviours and processes to general activity areas and, by association, to each other. Various theories of learning, problem solving and cognition may imply specific activity patterns, but they are usually not required to organize the key relationships and dependencies among the activity areas. The model allows analysts to trace individual knowledge flows by helping them to examine and understand how knowledge enables specific actions and decisions. Within each activity phase exists other, smaller knowledge flows and cycles. These layers span a wide range of macro- and micro-behaviours, ranging from broad organizational and multi-organizational processes to discrete actions and decisions, and include all the various intervening layers: activities, tasks, workflows, systems, interfaces and transformations.

Explicit Knowledge Artifacts:

These are knowledge artifacts that have been articulated in such a way that they can be directly and completely transferred from one person to another. This normally means that they have been codified so it is possible to touch, see, hear, feel and manipulate them (e.g. books, reports, data files, newsreels, audio cassettes and other physical forms).

Tacit Knowledge Artifacts:

These may be the most insidious and powerful of the three. Michael Polanyi referred to tacit knowledge as “knowing more than we can say” (Polanyi 1966). Simply stated, tacit artifacts are those that defy expression and codification.³ This is not to say that tacit knowledge artifacts are without influence. The most vivid example is the old saw about what would happen to the centipede if she

were to stop and think about how to walk. It is important to note that, for the most part, artifacts are passive. While they can change (or, more accurately, be changed), they can't act. Has anybody ever seen a financial report make a decision or a book on aerodynamics build an airplane? Agents Knowledge artifacts do not perform actions and make decisions. Actions and decisions are undertaken by agents: people, organizations, or in some cases, technology. Agents carry out all the actions and exhibit all the behaviors within a knowledge flow.

Often, analysts attempt to apply the same behavioural models to all agents in a system. More appropriately, agents can be placed in three categories:

- Individual agents
- Automated agents
- Organizational agents.

Individual Agents:

These agents sit at the centre of almost every knowledge flow. For most analysts, the individual (human) serves as the prototypical active force for affecting change. In this paper, the term individual is used in the collective sense and is not meant to imply that every specific individual is capable of the full range of behaviours attributed to this class of agent. Individual agents are capable of working with knowledge and knowledge artifacts in all degrees of abstract articulation. They are limited, however, in their ability to deal with artifacts that are codified in ways that fall outside the range of human perception (radio waves, for example). The individual agent is the only agent capable of performing all aspects of knowledge development, retention, transfer and utilization without the need for intervention by either of the other two agents.

Automated Agents:

These agents can include any human construct that is capable of retaining, transferring or transforming knowledge artifacts. They are not exclusively computerized processes, as is often assumed in discussions of knowledge management. A conventional camera that encodes a representation of the visual world through chemical changes to the surface of a film could act as an automated agent, supporting knowledge creation and capture.

Organizational Agents:

These agents exist in situations in which knowledge retention and transfer cannot be fully attributed to individuals or specific automated agents. In these cases, the organization itself serves as an agent in the retention and dissemination of knowledge. As with tacit knowledge artifacts, current tools and concepts do not account very well for the roles of organizational agents in knowledge flows. Organizational value systems provide strong evidence for the existence of organizational agents. Much has been written about the ability of organizations and communities to establish value systems that outlive the involvement of specific individuals and the power that these value systems have to influence the behaviour of individuals and groups (Krogh and Roos, 1995; Kuhn, 1996). The principles and practices that make up these value systems are almost never codified.

How can support centres succeed with knowledge management initiatives?

In nearly a decade of implementing knowledge management systems for support organizations of all sizes, we have found six keys — or best practices — to success:

- Knowledge access, capture, use, and improvement are a natural part of the support centre's work processes.
- Existing information throughout the company — even from isolated silos — is available to the people seeking it.
- Executives actively support the knowledge initiative and commit the necessary resources to ensure long-term success.
- Management recognizes that knowledge-based support may entail a shift in cultural values and facilitate the transition.
- The knowledge initiative rewards knowledge workers for their participation.
- The knowledge management system includes analytical tools to report results and document areas that need improvement.

The Knowledge Life Cycle, the Business Processing Environment, and the DEC So far, our account of DLL/problem solving as involving sequences of DEC's has focused on the individual level of analysis. But DEC's may also form patterns of interpersonal collaboration, cooperation, and conflict, and these patterns may also integrate into knowledge processes. When they do, we can differentiate between problem formulation, developing alternative solutions, and error elimination, on the one hand, and problem claim formulation, knowledge claim formulation, and knowledge claim evaluation in order to distinguish the individual level of knowledge processing from the interpersonal and collective levels, respectively. We also distinguish information acquisition and individual and group learning, as additional knowledge sub-processes preceding knowledge claim formulation. Information acquisition includes activities of finding and retrieving knowledge claims produced in external systems. Individual and group learning is a category identifying levels of knowledge processing nested within the knowledge production process being analysed. Individual and group learning produces knowledge from the viewpoint of nested knowledge processes, and knowledge claims from the viewpoint of knowledge claim formulation at higher levels of analysis. When we view knowledge processing at levels of analysis higher than the individual level, we identify the pattern including problem claim formulation, information acquisition, individual and group learning, knowledge claim formulation, and knowledge claim evaluation as the knowledge production process resulting in both new tested and

surviving beliefs and knowledge claims. Once new knowledge is produced at the collective level, it must be integrated into organizational memory, key DEC and business processes. This process of knowledge integration is made up of four more sub-processes, all of which may use interpersonal, electronic, or both types of methods in execution. They are: knowledge and information broadcasting, searching/retrieving, knowledge sharing (peer-to-peer presentation of previously produced knowledge), and teaching (hierarchical presentation of previously produced knowledge). Knowledge integration is about system-level knowledge claims being communicated from one part of the Distributed Organizational Knowledge Base (DOKB), the configuration of previously produced knowledge claims, beliefs and belief predispositions in the organization (Firestone and McElroy, 2003) to another. Knowledge claims are stored in media and information systems. Beliefs and belief predispositions are stored in minds. Through the DOKB, both knowledge claims and belief phenomena are accessible in varying degrees to individual decision makers in DEC, within both the Business Processing Environment, and the knowledge and KM processing environments. That is, the DOKB is the knowledge and information foundation for all of the organization's DEC and processing environments. When knowledge claims are evaluated, results of evaluation in the form of changes in beliefs and new knowledge claims, including those we call "meta-claims" which provide the "track record" of criticism, testing, and evaluation of knowledge claims produced during knowledge claim formulation, are stored in the DOKB. Knowledge claims, as well as meta-claims, are then integrated and reintegrated into the DOKB as they are broadcasted, retrieved, shared and taught again and again. A visual of knowledge processing and its relationship to operational business processing, the Knowledge Life Cycle (McElroy, 1999, 2000, 2003, Firestone, 2000, 2003a, Firestone and McElroy, 2003, 2003a, 2003b, Cavaleri and Reed, 2000, 2001). Actually, the KLC extends from problem claim formulation to the integration of knowledge and information in the DOKB. Knowledge claim evaluation (KCE) occupies a central place in the visual and in knowledge production. It is KCE that produces surviving, falsified, and undecided knowledge claims, and also meta-claims, for storage in the DOKB. Of course, the extent to which this "track record" is stored or lost depends on the specifics of each organization. The bottom of the figure illustrates the workings of the business processing environment, including its role in using knowledge for business processes and in recognizing problems that arise through mismatches of results and expectations, which, in turn, initiate DLL/knowledge production activity.

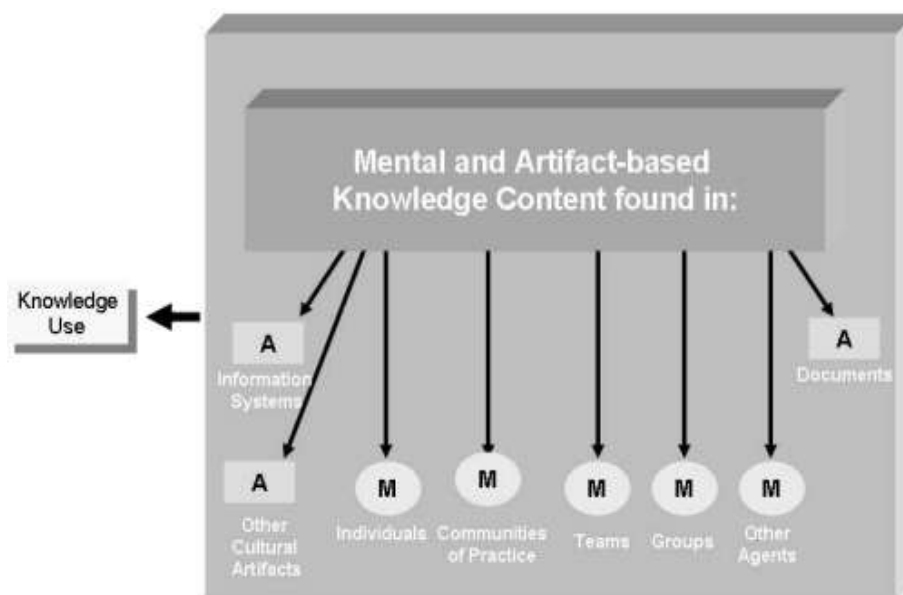


Fig 2 The Distributed Organizational Knowledge Base (DOKB)

II CONCLUSION

Selecting knowledge management technologies is often a daunting and risky task. Without an independent frame of reference, attempts to compare knowledge management technologies can be very confusing and fail to drive needed decisions. By providing a means to differentiate technologies according to their impacts on agents, artifacts and behaviours, the characterization framework described in this paper provides just the kind of neutral reference point organizations often need. The framework also adds value to supporting analytical, design, development and deployment activities by guiding the analysis of knowledge flows and construction of a usefully comprehensive picture. The framework provides a mechanism for developing a balanced, high-level view that can be used to set the stage for deeper analysis, identifying the compelling and critical issues that warrant more careful examination. Once the picture

is complete, the framework can be used to identify the specific needs that can be met with off-the-shelf technology, localized customizations or change-management programs.

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A Study About “Management Information System to Help Managers for Providing Decision Making in an Organization”

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Abstract- Management Information System (MIS) provides information for the managerial activities in an organization. The main purpose of this research is, MIS provides accurate and timely information necessary to facilitate the decision-making process and enable the organizations planning, control, and operational functions to be carried out effectively. Management Information System (MIS) is basically concerned with processing data into information and is then communicated to the various Departments in an organization for appropriate decision-making. MIS is a subset of the overall planning and control activities covering the application of humans, technologies, and procedures of the organization. . The information system is the mechanism to ensure that information is available to the managers in the form they want it and when they need it.

Keywords: Management Information Systems (MIS), Information Technology, Decision Making and processing data.

Objectives of the Study

- To understand how the Information processed in the organization.
- To know about the Management Information System Applications.
- To study about is the mechanism to ensure that information is available to the managers in the form they want it and when they need it.

I INTRODUCTION

MIS provides several benefits to the business organization: the means of effective and efficient coordination between Departments; quick and reliable referencing; access to relevant data and documents; use of less labour; improvement in organizational and departmental techniques; management of day-to-day activities (as accounts, stock control, payroll, etc.); day-to-day assistance in a Department and closer contact with the rest of the world. MIS provides a valuable time-saving benefit to the workforce. Employees do not have to collect Data manually for filing and analysis. Instead, that information can be entered quickly and easily into a computer program. As the amount of raw data grows too large for employees to analyse, business analysts can build programs to access the data and information in response to queries by management. With faster access to needed information, managers can make better decisions about procedures, future directions, and developments by competitors, and make them more quickly. We are living in a time of great change and working in an Information Age. Managers have to assimilate masses of data, convert that data into information, form conclusions about that information and make decisions leading to the achievement of business objectives. For an Organization, information is as important resource as money, machinery and manpower. It is essential for the survival of the enterprise.

The term “management information system” (MIS) is synonymous with computer based systems. Used broadly, it is seen as the system satisfying all the information needs of managers. MIS is the study of providing information to people who make choices about the

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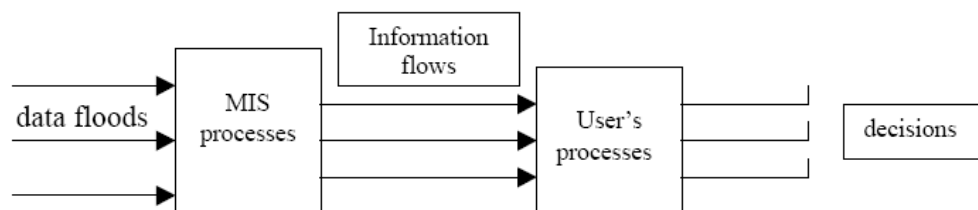
disposition of valuable resources in a timely, accurate, and complete manner at a minimum of cognitive and economic cost for acquisition, processing, storage, and retrieval. Another definition emphasizes the use to which the information is put, rather than the way it is produced. A system to convert data from internal and external sources into information and communicate that information in an appropriate form, to managers at all levels in all functions to enable them to make timely and effective decisions for planning, directing and controlling the activities for which they are responsible. Others, however, give it more limited scope. They see it as a system collecting and analysing data and producing reports. Its purpose is to help managers to solve structured problems.

Information Technologies:

Management Information System (M.I.S.) is basically concerned with processing data into information. Data collection involves the use of Information Technology (IT) comprising: computers and telecommunications networks (Email, Voice Mail, Internet, telephone, etc.). Computers are important for more storage and retrieval; Special features are speed and accuracy, and storage of large amount of data. Telecommunications provide the means for one-way or two-way communication and for the transmission of messages. A combination of IT is used: telephone, computer, processor, printer, etc. A lot of time and money are saved and the security of data and messages is ensured. A management information system (MIS) enables businesses to provide answers to managers in search of knowledge. MIS does this by combining raw data about the organization's operations (contained in its basic information technology systems) with information gathered from employees in expert systems that reflect the organization's procedures. Before the widespread use of computers, many organizations found difficulties in gathering, storing, organizing and distributing large amounts of data and information. Developments in computer technology made possible for managers to select the information they require, in the form best suited for their needs and in time they want. This information must be current and in many cases is needed by many people at the same time. So it has to be accurate, concise, timely, complete, well presented and storable. Most firms nowadays depend on IT. But personal computers (PCs) themselves will not improve organizational productivity: this only comes about if they are used efficiently and effectively. Putting in place the advanced technological systems needed to collect and sort data and employee information can be costly unless senior management, especially the CFO, controls the purchasing of the basic systems needed by different functional areas from the outset. The information system is the mechanism to ensure that information is available to the managers in the form they want it and when they need it. It is designed to support their work through providing relevant information for their decision-making. Computer systems can clearly aid organizations in the processing of data into accurate, well presented, up-to-date and cost effective information. Whether that information is also concise, relevant, timely and complete will depend largely on the capabilities of the people involved in its processing and selection. The term management information system (MIS) made its first appearance in U.S. navy report on the use of computers to construct a single integrated system to manage all navy resources. It should provide a basis to analyse warning signals that can originate both externally and internally; this is the main function of data base. It should automate routine operations thus avoiding human work in the processing tasks. It should assist management in making routine decisions. It should provide the information necessary to make non-routine decisions. It should serve as a strategic weapon to gain competitive advantages.

Management Information System and decision-making:

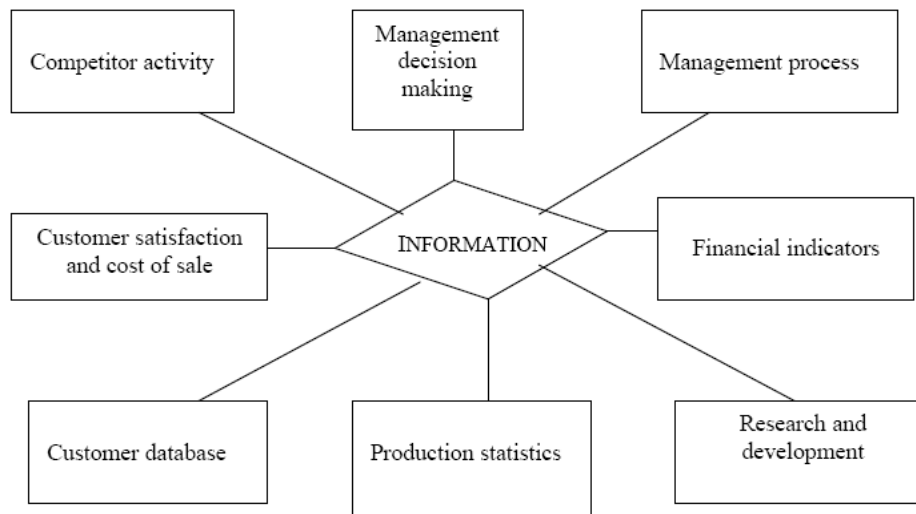
Management Information System (MIS) is basically concerned with the process of collecting, processing, storing and transmitting relevant information to support the management operations in any organizations. Thus, the success of decision-making, which is the heart of administrative process, is highly dependent partly on available information, and partly on the functions that are the components of the process. Undirected viewing—this involves a general exposure to information where. The search could be that the viewer has No specific purpose in mind. Conditioned viewing—the directed exposure does not involve active search to a more or less clearly identified area or type of information. Informal search—this is a relatively limited and unstructured effort to obtain specific information for a specific purpose. The information wanted is actively sought. Formal search—this is a deliberate effort, usually following a pre-established plan, procedure or methodology to secure specific information relating to a specific issue. Figure 1 shows this understanding about information as data processed for a definite purpose.



MIS and decision-making process

There are so many definitions of MIS. For the purpose of this research, MIS can be defined as a system providing management with accurate and timely information necessary to facilitate the decision-making process and enable the organizations planning, control, and operational functions to be carried out effectively. So in this way MISs Increase competitiveness of the firm by reducing cost and improving processing speed. Almost all business organizations normally have some kind of information system for management.

Accounting rules, stock control and market monitoring systems are the most traditional and common examples. The power of technology has transformed the role of information in business firm. Now information has become recognized as the lifeblood of an organization. Without information, the modern company is dead.



Information – the life-blood of the organization.

The Impact of Information Technology on Organization

One aspect of the IT impact on the organization is the use of new organizational structures which leads to the reduction of the number of administrative levels, and expand the scope of supervision and control, supervision in this way is based on staff confidence and less direct contact between supervisors and subordinates and relies on e-mail and software in achieving coordination between the individuals who perform common tasks, and increase managers delegation of decision-making responsibilities to lower levels, making the organization more responsive to its customers and its competitors.

II CONCLUSION

MIS differ from regular information systems because the primary objectives of these systems are to analyse their systems dealing with the operational activities in the organization. In this way, MIS is a subset of the overall planning and control activities covering the application of humans, technologies, and procedures of the organization. Within the field of scientific management, MIS is most often tailored to the automation or support of human decision making. Management information systems (MIS) make it possible for organizations to get the right information to the right people at the right time by enhancing the interaction between the organization's people, the data collected in its various IT systems, and the procedures it uses. It brings together the raw data collected by the various business areas of the organization, which, while useful for specific functions such as accounting, does not provide, by itself, information that can be used to make decisions. As organizations grow, MIS allows information to move between functional areas and departments instantly, reducing the need for face-to-face communications among employees, thus increasing the responsiveness of the organization.

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A Study About The Impact Of Marketing In Software Industry

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Abstract- *The marketing plays a vital role in the rapid growth of software industry. Now a day's companies wants to maximize the profit by using marketing strategy. Every company uses different strategies to capture the market and some of them making mistakes in the marketing objectives. Marketing strategy increase the customer satisfaction .It creates a great impact in the software industry.*

KEYWORDS: Newsletter, Press releases, Blogging, Applications, Software industry, marketing

I INTRODUCTION

Marketing is an organizational function that contains a group of process for identifying the social needs, communicating and delivering values to the customers and for customer relationship management. The software industry includes businesses for development, maintenance and publication of software that is used for different business models and industries.

OBJECTIVE OF THE STUDY

1. To know about the impact of marketing in the software industry.
2. To know about the marketing strategy of software industry.

II LITRATURE REVIEW

1. ZsoltBicskey is the author of successful software marketing plan proposed the steps maximizes the market share of Software Company by using good marketing plans. He said customer service board plays a vital role in the software sale. A good marketing strategy includes good customer service, reliability of the company as well as software. Making a customer circle in online such as social blogs is very useful because whenever launching new software it helps for promotion. Highlight the features and specification in the landing pages. One of the best ways to reduce the cost in software marketing is to use affiliate marketers. Give salary only they achieve the target. So the company doesn't loss money. Only they get profit when the target is achieved by affiliated marketers.
2. Alyssa dverCEO for Mint Green Marketing she is the author of mistakes done by Software Company she proposed the drawbacks of marketing strategy in a software company. The company seeking to know about what users are wants and don't know about why that application is needed by him. It changes the marketing plan of a company. By analyzing the need of the customer makes good in marketing software.

III MARKETING

Marketing is used to communicate the value of a product or service to customers. The main motive of marketing is to selling the product or service to the customer. Marketing techniques contains the target markets through market analysis and market segmentation. Marketing is used to understanding the consumer behavior and Advertising a product or service value to the customer.

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IV IMPACT OF MARKETING IN SOFTWARE INDUSTRY

Marketing plays a vital role in the rapid growth of software industry especially in India. the software companies try to explain the uses of computer applications for consumers and they made success through marketing the software.

V MARKETING STRATEGIES OF SOFTWARE INDUSTRY

Cover the families

When software companies selling a educational software - or any software - into the home, they should concentrate on the sales message is targeted at all of the important decision-makers. For example the software should be useful for all the members in the home.

State software is unique

Companies can sell more software by point out to the website visitors that our software has unique features and benefits that they simply can't find in other applications.

Introduction of trial version

Give a trial version of software to the customers is the recent trend in market to know about the features and uses of that application and that trial version induces the customers to buy the full version.

Upgrade or update the software versions

The upgrade version of software gives the retention of customers. That satisfies the customer expectations and manages the competitors.

Encouraging the customers

Encourage your customers for promotion and customer retention. Because customer shares their experience to their friends. It reflects in the business. A good experience will gain profit otherwise a bad experience of a customer will affect the good will of the company

VI SOFTWARE PROMOTION

Introduce your software in social media example like face book, twitter etc. Highlight the features and benefits of your software in your own [companies websites] and social media.

VII WRITING OF NEWSLETTERS AND PRESS RELEASES

Now a day's newsletter is an effective way to stay in touch with your customers, prospects and affiliates. The success of an e-mail newsletter distribution system depends on your database you need to keep it up to date and accurate. Always ask permission to stay in touch with your customers and your affiliates. Offer the chance to unsubscribe from the newsletter in a very visible place. You can also take advantage of many websites that offer public relation services including free publishing of press releases.

ONLINE BLOGS

1. Write articles about the software. Writing should show the importance of that particular software.
2. Promote the software by creating a new friends as well as customers.
3. Maintain a good relationship of customers in blogs plays a vital role.

Free of cost

Giving the trial version of software to the free of cost to the educational institutes it gives an ultimate promotion to the software.

Regular Search Engine utilization and monitor

Maintaining a high ranking in the most important search engines

1. Update new information's in your website
2. Improving your link popularity
3. Regularly monitor the website results
4. Spending time in updating the design and the usability of your website.

VIII MISTAKES DONE BY SOME SOFTWARE INDUSTRY IN MARKETING

1. Asking what users want and not why

Generally the marketing people ask customers what is their need for the purpose of creating software. But not why it is needed. When you ask why it is needed for you? It clarifies many things and shows the difficulties in creating such software

2. Lack of information/training before selling software gives detailed information about the software. Lack of information or training makes the customers unhappy. Some people of marketing not completely explain the features and benefits of the software.

3. Accepting every requirement of customers without knowing possibilities sometimes marketing people does not explain which is possible to create and which is not possible to create at the present scenario. In this cases customer expectation is increased and at the time of delivery of software they thing something is not done. This reduces the customer retention and generates complaints.

4.Lack of customer relationship the lack of customer relationship creates unknowing of customer needs to the organization.

STEPSTO OVERCOME THIS MISTAKES

Explain the real benefits of the software

Only tell about the true benefits of the software. If the company creates on high expectation of on software is good but at the same time it doesn't satisfies expectation of customer it creates .it gives an uncomfortable feel to work in the application

Communicate clearly with the customer

Ask the customer needs and why it is needed? Give detailed information about the software. Clearly explains the benefit and features of the software before sale.

Press Releases

It plays a vital role in your software marketing plan. Share information about your software launch and development. Share stories that will attract the attention of leading software publications and bloggers,

USES OF MARKETING STRATEGY IN SOFTWARE INDUSTRY

1. Maximize the profit
2. Increase the customers
3. Satisfies the customer needs
4. Make customer retention

FINDGINGS

1. Software marketing strategy plays a vital role in rapid growth of software industry.
2. Marketing strategy induces the customers to buy the software applications
3. It explains the need or importance of the computer application
4. It is used to maximize the company's profit
5. It is used for client retention

IX CONCLUSION

The marketing always helps in maximizing the profit and maintain good customer relationship for the software industry but in some cases wrong marketing objectives, plans and strategies makes the software company into losses. Make market analysis and find the current trend in software industry and then choose a appropriate marketing objectives and strategies to maximize the profit.

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A Study about “The Various Factors Influencing Job Satisfaction of Mba Teachers in Colleges with Special Reference to Madurai District, India”

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Abstract- Teaching is regarded as one of the noble professions. Job satisfaction, despite being one of the most common areas researched, still continues to fascinate. It is therefore important that people who join the teaching profession should be dedicated, competent and satisfied in their work. Every profession has certain aspects responsible for job satisfaction; teaching too is not an exception unless and until a teacher derives satisfaction on job performance, he/she cannot initiate desirable outcomes to cater to the needs of the society. Only satisfied and well-adjusted teachers can think of the well-being of their pupils. The teachers are responsible for imparting education and guidance to students and also for undertaking research development in their respective fields for enriching the quality of teaching and research. Therefore the aim of this study is to analyze the job satisfaction level and the factors that influence them among the teachers in MBA Colleges.

Keywords: Teaching, Job Satisfaction, Relationship Factors.

I INTRODUCTION

The most used research definition of job satisfaction is by Locke who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” Job satisfaction simply put is how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

The quality of education depends upon the quality of the teachers. Thus, the role of the teachers is very important in making the nation. If the teachers are versatile, intellectually enlightened, morally strong, emotionally balanced, socially and culturally advanced then the nation will have enlightened and excellent citizens. Job satisfaction plays a very important role in our everyday life, both for employees and organizations. Organizations have significant effects on all employees and how they feel at work is reflected in their jobs as well. Based on many studies, when employees are satisfied with their jobs they will be more committed to their employer and will be more productive. Job satisfaction impacts employee productivity, well-being and consequently impacts job quality. Job satisfaction is a result of employees’ perception of how well their job provides those things that are considered important from their side. There are three dimensions of job satisfaction such as emotional respond to the work situation, the fitness between yield and their expectation and the individual attitude that reflects a relationship among employees. Source: European Journal of Social Sciences – Volume 18, Number 1 (2010).

OBJECTIVES OF THE STUDY

- To study about the Factors Influencing Job Satisfaction

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- Relationship between Factors Influencing and Job Satisfaction
- To study about theoretical background
- To arrive at various Findings, Recommendations & Suggestions from the study.

LITERATURE REVIEW

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133).

Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured.

Research on teachers' job satisfaction suggests that educators are most satisfied from the teaching itself and their supervision and dissatisfied from their salary and promotional opportunities (Dinham and Scott, 2000).

II THEORETICAL BACKGROUND

An employee's overall satisfaction with his job is the result of a combination of factors -- and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned

Working Conditions

Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

Opportunity for Advancement

Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

Workload and Stress Level

Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate.

Respect from Co-Workers

Employees seek to be treated with respect by those they work with. A hostile work environment -- with rude or unpleasant coworkers -- is one that usually has lower job satisfaction. In an August 2011 survey published by FoxBusiness.com, 50 percent of those responding said they had personally experienced a great amount of workplace incivility. Fifty percent also believe morale is poor where they work. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers.

Relationship with Supervisors

Effective managers know their employees need recognition and praise for their efforts and accomplishments. Employees also need to know their supervisor's door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office.

Financial Rewards

Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

Common aspects of job satisfaction include (Agarwal and Umesh, 1978)

- Satisfaction with Pay.
- Satisfaction with Tasks.
- Satisfaction with Supervision.
- Satisfaction with Co-workers.
- Satisfaction with the Work Setting.
- Satisfaction with Advancement Opportunities.

HYPOTHESIS TO BE TESTED

- There is no relationship between **Career Growth** and **Job Satisfaction**
- There is no relationship between **Financial Growth** and **Job Satisfaction**
- There is no relationship between **Working Condition** and **Job Satisfaction**
- There is no relationship between **Demographic Factors** and **Job Satisfaction**
- There is no relationship between **Recognition** and **Job Satisfaction**

METHODOLOGY

- **Design:** Exploratory Research
- **Sampling:** Non-probability/ Convenience sampling
- **Sample Size :** 50
- **Data collection:**
 - Primary - Structured Questionnaire
 - Secondary - Books, Journals, Magazines, Published Research Papers, etc.
- **Target Respondents:** MBA College Teachers in Madurai district
- **Tools:**
 - **Chi-Square Test**

Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. For example, if, according to Mendel's laws, you expected 10 of 20 offspring from a cross to be male and the actual observed number was 8 males, then you might want to know about the "goodness to fit" between the observed and expected. Were the deviations (differences between observed and expected) the result of chance, or were they due to other factors. How much deviation can occur before you, the investigator, must conclude that something other than chance is at work, causing the observed to differ from the expected.

The chi-square test is always testing what scientists call the **null hypothesis**, which states that there is no significant difference between the expected and observed result.

Chi-square is the sum of the squared difference between observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

➤ Karl Pearson Correlation Coefficient

The common usage of the word **correlation** refers to a relationship between two or more objects (ideas, variables...). In statistics, the word correlation refers to the relationship between two variables. We wish to be able to **quantify** this relationship, measure its strength, **develop an equation** for predicting scores, and ultimately **draw testable conclusion** about the parent population. This lesson focuses on measuring its strength, with the equation coming in the next lesson, and testing conclusions much later.

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{[n(\sum x^2) - (\sum x)^2]} \cdot \sqrt{[n(\sum y^2) - (\sum y)^2]}}$$

FREQUENCY ANALYSIS USING SPSS

Frequency Variables: Age, Marital Status, Gender, Relationship between Employers

Frequencies

Statistics

		Age	marital status	gender	smooth relationship
N	Valid	50	50	50	50
	Missing	1	1	1	1

Frequency Table

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25	38	74.5	76.0	76.0
	25-35	4	7.8	8.0	84.0
	35-45	5	9.8	10.0	94.0
	above 50	3	5.9	6.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	40	78.4	80.0	80.0
	single	10	19.6	20.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	39	76.5	78.0	78.0
	female	11	21.6	22.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

smooth relationship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	18	35.3	36.0	36.0
	no	32	62.7	64.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	33	64.7	66.0	66.0
	5-10	10	19.6	20.0	86.0
	10-15	2	3.9	4.0	90.0
	above 15 yrs	5	9.8	10.0	100.0
	Total	50	98.0	100.0	

Missing	System	1	2.0		
Total		51	100.0		

current pay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	satisfied	5	9.8	10.0	10.0
	neutral	13	25.5	26.0	36.0
	dissatisfied	32	62.7	64.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

working condition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	satisfied	37	72.5	74.0	74.0
	neutral	9	17.6	18.0	92.0
	dissatisfied	4	7.8	8.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Recognitionforworkdone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	37	72.5	74.0	74.0
	sometimes	10	19.6	20.0	94.0
	no	3	5.9	6.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

CORRELATION ANALYSIS USING SPSS**Correlations**

		working condition	Recognitionforworkdone	Currentpay
working condition	Pearson Correlation	1	-.247	.280*
	Sig. (2-tailed)		.084	.049
Recognitionforworkdone	Pearson Correlation	-.247	1	.121
	Sig. (2-tailed)	.084		.401
Currentpay	Pearson Correlation	.280*	.121	1
	Sig. (2-tailed)	.049	.401	

*. Correlation is significant at the 0.05 level (2-tailed).

b. Listwise N=50

FINDINGS OF THE STUDY**General Findings**

1. Majority of the Respondents are **Male**
2. Majority of the Respondents possess **PGdegree** as their Qualification
3. Majority of the Respondents are **Married**
4. Majority of the Respondents Possess an experience of **0-5 years**
5. Majority of the Respondents Possess a **previous work experience**
6. Majority of the Respondents are between the age group of **25 to 35**
7. Majority of the Respondents feel **Dissatisfied** about their current pay

8. Majority of the Respondents express that they **do not have smooth relationship** with their heads
9. Majority of the Respondents feel **satisfied** about their working condition
10. Majority of the Respondents express that they are **being recognised** for their achievements like producing 100% results or publishing research articles by the management and their heads.

Statistical Findings

11. It is inferred from the Chi Square testing that there is a connection/relationship between job satisfaction and Demographic factors
12. The following findings were arrived at from the Correlation Testing
 - There is a **positive relationship** between opportunity for Career Growth and Job Satisfaction (Since the r value that is computed is of a Positive Value)
 - There is a **positive relationship** between Financial Rewards and Job Satisfaction (Since the r value that is computed is of a Positive Value)
 - There is a **positive relationship** between Working Condition and Job Satisfaction (Since the r value that is computed is of a Positive Value)
 - There is a **positive relationship** between Recognition and Job Satisfaction (Since the r value that is computed is of a Positive Value)

SUGGESTIONS OF THE STUDY

- Since Financial Rewards play a vital role in job satisfaction, it is suggested that the Current Pay system should be **revised** to achieve a desired level of Job satisfaction.
- It is found from the study that, in most of the institution there is **No Smooth Relationship** between the staff members and their heads / management. A smooth relationship should prevail in the premises at all levels to achieve a desired level of Job satisfaction.
- In most of the organisation though the Publication Work/ other Extracurricular Works of teachers are Recognised and Appreciated, they are **Not Financially Supported**. Management can sponsor for the faculty members to attend Seminars/ FDPs/ Conferences/ Publication of Journals etc. This would result not only in Job Satisfaction but also in Employee Retention which means an advantage for the employers (as this would indirectly result in Loyalty of employees etc.)

III CONCLUSION

Thus if the teachers are satisfied, their quality in teaching will considerably improve a lot and so will the job satisfaction. So, the top level authorities must not only focus on the students and their curriculum but also give equal importance, focus and attention to the teaching fraternity, so that they are satisfied in what they do. From the findings mentioned above we come to a conclusion that the key factors that contribute to the job satisfaction are promoting, pay, fairness, financial support and working conditions. At the end of the day all the people employed as teachers work for money. If they are given good pays, they will feel motivated and committed in their work. Healthy relations between staff members and their department heads/management motivate the teachers to do more, consequently increasing their performance levels. Instilling a positive attitude rests with fair treatment of teachers. The best outcome can only be achieved by treating the teachers with fairness which plays a pivotal role in ensuring job satisfaction. The management must also ensure that the employees/teachers are secure in their job and make them feel proud of the work that they do which is educating the future entrepreneurs and budding business magnates.

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